

Establishing a uniform system of internal operations will help provide a basis for intra-departmental efficiencies required as one of the first steps toward better communication and responsiveness to LEAs. Until the department establishes internal efficiencies and standard work practices, it is difficult to adequately and effectively provide services to the LEAs. In addition to a handbook for the internal workings of the department, the DPI should establish work practices consistent with the organization outlined in the handbook.

An employee handbook, outlining the very basics of the department, will be a quick ready reference for employees, and also a valuable tool to better function within the department and serve as a basis to provide consistent information and guidance. Posting the handbook on-line will provide access to employees.

FISCAL IMPACT

This recommendation can be implemented with existing resources.

FINDING

DPI does not have consistently up-to-date job descriptions tied to an effective performance assessment. Some job descriptions used by DPI employees are more current than others depending on the magnitude of restructuring or changes in job responsibilities. Interviews indicate that, because employees are responsible to perform more and/or different job responsibilities, job descriptions are not consistently current. Some employees expressed reluctance to amend job descriptions until DPI is finished restructuring.

Effective policies establish the range of compensation for each position and call for the lines of authority to be clearly outlined in job descriptions, and administrative regulations and procedures. Current job descriptions are an important component of effective personnel management and quality control systems. Such job descriptions are also essential to help ensure a fair and equitable system for all employees.

Job descriptions serve as an important management tool for setting forth minimum qualifications, knowledge, skills and ability requirements, and essential job functions. Comprehensive job descriptions contain essential information, such as:

- general description of duties and extra duties;
- specific duties and responsibilities;
- minimum training and experience;
- performance aptitudes; and
- ADA compliance;
- employee's supervisor;
- pay grade or salary line;
- terms of employment;
- evaluation requirements; and
- date developed or revised.

